

## 2004 MASTER PLAN FOR HIGHER EDUCATION

June 2002

### Background

One of the Higher Education Coordinating Board's primary duties as outlined in statute is the development every four years of a "master plan" for higher education in Washington State. The plan represents an expression of the state's long-term vision for its higher education system and the strategies necessary to achieve that vision.

Under the statute, each master plan is to include an assessment of the state's higher education needs and recommendations on enrollment and other policies to meet those needs, and may address a variety of other higher education issues. The first plan was due to the Legislature and Governor on December 1, 1987, with updates scheduled every four years thereafter. The most recent plan was submitted to the Legislature and Governor for consideration during the 2000 legislative session.

Once the master plan is adopted by the Legislature, it becomes state higher education policy unless legislation is enacted to alter its policies. In 2000, the Legislature adopted the master plan and directed the HECB to re-examine some of its enrollment and capital forecasts, the role of the community and technical college system, and other elements. A report on the re-examination, which was conducted in collaboration with the state's higher education institutions, was received by the Legislature in February 2001.

The next plan will be submitted to the Legislature and Governor in December 2003 and will be reviewed by lawmakers during the 2004 session.

### Initial activities – April and May 2002

Development of the master plan has begun with the following activities:

- HECB members have provided specific direction to the staff regarding the outline and elements of the plan.
- Board members have directed the staff to provide master plan updates and issue discussions as appropriate at each regular HECB meeting between now and the adoption of the plan in December 2003.
- Outreach has begun to higher education constituents to receive initial input. Staff have met with several leaders of the state's public and private colleges and universities to help identify key issues from the perspective of the higher education institutions.

- Legislative input is being sought at the outset of the project. Preliminary discussions have taken place with several legislators and legislative staff about their expectations for the Master Plan. More meetings involving Board members, staff and legislators will take place through the summer.
- A “core group” of HECB staff, led by Government Relations Director Bruce Botka and Associate Director Jim Reed, will oversee the Master Plan development process. A larger “working group” of staff will work with the core group to develop specific issues.

### **Issues identified to date**

In the preliminary conversations conducted to date, HECB members, education leaders and legislators have agreed the master plan should focus on a limited number of fundamental issues and develop a solid foundation of research and policy background to support the Board’s ultimate recommendations.

Key issues raised to date include:

- Higher education finance, including operating and capital budget needs and the adequacy of current state funding mechanisms;
- Tuition and financial aid policies and practices;
- Enrollment needs by 2010, including an examination of the higher education system’s response to the state’s economic agenda; and
- Transfer and articulation, including the progress of students from K-12 to college and the movement of students within the higher education system.

In addition, the HECB has been encouraged to link its budget recommendations for the 2003-05 biennium to the priorities that will be addressed in the Master Plan. This will require the HECB to make biennial budget recommendations in October 2002 with an eye toward the components of a Master Plan that will not be officially adopted until December 2003.

### **Goals of HECB members in the development of the Master Plan**

Documents attached to this overview describe the preliminary Master Plan development timeline and the process the Board plans to use to develop policy options and recommendations.

The Board's three committees – Fiscal, Policy and Financial Aid – recently discussed the development of the plan and offered specific directions for the development of the 2004 Master Plan. They said it should:

- Describe the “current condition” of higher education in Washington, including the perspective of the state’s colleges and universities.
- Evaluate progress toward the goals and recommendations of the 2000 Master Plan, including an assessment of the Board’s “continuing commitments” to enrollment opportunity for citizens, affordable tuition for all students, and financial assistance to low-income students.
- Address changes since 2000 in the state’s economic and budgetary environment and discuss the implications of the new environment for higher education.
- Focus on developing funding alternatives for higher education in the future, reflecting the likelihood that the state will face serious financial constraints in the next several years.
- Identify “what’s at stake” for Washington State if higher education resources do not keep pace with the state’s economic, social and educational needs.
- Establish clear priorities and alternatives in recommendations to state policy-makers on such policies as funding, enrollment, tuition, transfer and articulation.
- Examine other states’ approaches to higher education challenges.

### **Purpose of Board discussion on June 11**

The Board’s discussion of the 2004 Master Plan offers an opportunity to review the issues raised to date; clarify the Board’s expectations for the staff’s work on its behalf; and review and, if necessary, amend the timeline and issue development process leading to publication of the plan in December 2004.

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## DRAFT SCHEMATIC OF 2004 MASTER PLAN PROCESS

**The issues/areas to be addressed in the plan are determined**



**Board adopts Master Plan Scope**



**"Policy Context" papers on the adopted MP issues are prepared**



**The Board holds a series of "roundtable" discussions about the issues**



**"Policy Planning" papers on the MP issues are presented to the Board reflecting the themes and direction gathered from the panel briefings**



**"Policy & Action Recommendation" papers are prepared**



**The Board adopts/modifies the Policy & Action Recommendations"**



**The text of the 2004 Master Plan is prepared and presented to the Board for approval**

focus on critical areas ...  
with buy-in of partners and contacts ...

with opportunity for public comment

provide the policy history & context of each issue and a framework for....

panel discussions of policies, approaches, solutions to problems and needs which lead to...

policy planning papers which define current problems and offer a variety of conceptual options and alternatives for their solution

the recommendations are for specific actions and assign responsibilities and a basis to measure performance

these reflect the direction provided from the Board and the input from the partners and key-contacts

Board action follows from public & stakeholder comment

Board approval of the plan follows from public & stakeholder comment

the document is then published

**SEQUENCING OF 2004 MASTER PLAN BRIEFINGS AND ACTIONS**  
(using an example of four issues being addressed in the plan)

<i><b>Board Meeting</b></i>	<i><b>Master Plan Agenda Item</b></i>	<i><b>Staff Report</b></i>	<i><b>Action</b></i>
<i><b>July 02</b></i>	Preliminary Master Plan Scope Recommendation	Draft Scope Recommendation	Possible Action
<i><b>September 02</b></i>	Master Plan Scope Recommendation	Scope Recommendation	Action
	Roundtable Discussion: Issue 1 Roundtable Discussion: Issue 2	Policy Context Paper: Issue 1 Policy Context Paper: Issue 2	Information Information
<i><b>October 02</b></i>	Roundtable Discussion: Issue 3 Roundtable Discussion: Issue 4	Policy Context Paper: Issue 3 Policy Context Paper: Issue 4	Information Information
<i><b>December 02</b></i>	Master Plan Staff Report: Issue 1 Master Plan Staff Report: Issue 2	Policy Planning Paper: Issue 1 Policy Planning Paper: Issue 2	Information Information
<i><b>February 03</b></i>	Master Plan Staff Report: Issue 3 Master Plan Staff Report: Issue 4	Policy Planning Paper: Issue 3 Policy Planning Paper: Issue 4	Information Information
<i><b>March 03</b></i>	Master Plan Recommendations: Issue 1 Master Plan Recommendations: Issue 2	Policy & Action Paper: Issue 1 Policy & Action Paper: Issue 2	Action Action
<i><b>May 03</b></i>	Master Plan Recommendations: Issue 3 Master Plan Recommendations: Issue 4	Policy & Action Paper: Issue 3 Policy & Action Paper: Issue 4	Action Action
<i><b>September 03</b></i>	Public Hearing: 2004 Master Plan Preliminary Draft	Draft of Master Plan	Information
<i><b>October 03</b></i>	Adoption of 2004 Master Plan	Master Plan Final	Action